Appendix A

Category Detail
By
Sterling Item Level Requirements

Evaluation Legend

S Systematic:
> Well ordered and repeatable

C Continuous Learning:
> Integrated process that are repeated and regularly evaluated for change and improvement

D Documented:
> Flowchart or procedures exist

DD Based on Information and Data (Data Driven):
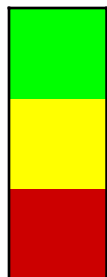> Performance results are collected and analyzed to improve the system

I Evidence of Innovation:
> Meaningful improvements, advancements, and new ideas that drive success and performance excellence

A Alignment to the Sterling Criteria:
> All are the criteria requirements met (the gap)

GOOD: Meets all requirements

CAUTION: Unclear or some missing components

GAP IDENTIFIED: Needs action or additional information

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Leadership Guides and Sustains

1.1a1 Setting Direction: Mission, Vision and Values

– Determine mission, vision and values

- The County Administrator's annual process is to review and revise County Mission & Vision and Departmental Mission & Vision which includes external review by citizen's group
- Process to deploy: Require posting in all public areas and on web site.
- Current Values Statement from Personnel Policies – no process to review (Policy document review done every other year, however, vision not a part of that review at this time)

– Vision and Values – PERSONAL Leader Involvement

- Actions reflect a commitment to the organization's values
- No systematic process in place to mirror county values

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Leadership Guides and Sustains

1.1a2 Fostering Ethical Behavior

– How do Leaders promote and foster behavior

- No process in place, however, beginning to develop Ethics Training program for all employees. (noted in category 5)

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Leadership Guides and Sustains

1.1a3 Sustainable Environment

- With a focus on improvement, innovation and learning
  - CPM Training with incentive pay
- With accomplishment of strategic objectives
  - No strategic planning process in place
  - County Administrator models behavior through his personal development of annual goals which are approved by the BOCC and reported on annually. This is basis for his evaluation.
- Personal participation in succession planning to develop future leaders
  - Created position of Deputy Administrator (since 2005)
  - County Administrator personally mentors senior leaders promoted from within

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Leadership Guides and Sustains

1.1b1 Communication and Empowerment

– Two way communication
- There is no process to encourage and ensure two way communication throughout the organization.

– Personal and active role in employee recognition
- Currently leadership nominates employee of the month or year and leadership team decides.
- CA signs letter and recognized at BOCC for years of service and commendations.

– Actively reinforce high performance linked to high levels of customer service
- County Administrator speaks personally to those employees commended by the public.

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Leadership Guides and Sustains

1.1b2 Focus on Action Plans

– To achieve what is important

– To improve performance

– Attain the vision

– Balance the needs

- No approaches in place as Strategic Planning process not yet developed.

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Governance and Social Responsibilities

1.2a1 Governance

– Management Accountability
  - Monthly report to commission with status updates of projects and achievements
  - Discussion of major projects at monthly staff meetings
  - Meetings with project leaders – clarify direction, critique progress

– Fiscal Accountability
  - Audits
  - Must live within current budget plan, without transfers

– Transparency in Operations
  - Government in the sunshine, all info is available
  - Access to public records, web access to all records

– Protection of Constituents and Stakeholder interest
  - Formal procurement processes in place for any purchases over $10K
  - Anti lobbying restrictions
  - Use of task forces from the community and effected populations

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Governance and Social Responsibilities

1.2a2 Leadership Performance

- Evaluate senior leaders and governing board
  - Board evaluates through a public evaluation
    - Workshop meeting (open) to review and approve written goals
    - Annual public evaluation against goals approved by the BOCC
  - Formal evaluation annually of senior leaders
  - New Hire evaluation done 3, 6 and 11 month cycle
- Improvement of leaders and leadership system
  - Feedback questionnaire about job and needed job requirements and training
  - Recommend next year training and corrective actions
  - If ratings are low, follow up required in two months.
- No Leadership system currently in place

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Governance and Social Responsibilities

1.2b1 Adverse Impacts of Services

- Anticipate public concerns on products and services
  - All capital projects have a task force review and citizen participation.
    - Open public meetings and workshops of proposed changes and major projects (one in each location). Above the statutory requirement of one meeting.
    - Issues that are location specific are addressed locally.
    - Planning takes comments and distributed at the next location to ensure all parties are aware of issues and concerns.
    - County staff responds to concerns and responses are recorded into public record.
  - Key compliance measures or goals
    - No measures are in place

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Governance and Social Responsibilities

1.2b2 Ensuring Legal and Ethical Practices
– Promotion of ethical behavior
– Indicators of compliance
• Outside of policy regarding ethics, no formal process exists

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Governance and Social Responsibilities

1.2c Support Key Communities

– Identification of key communities
  • Human Services Advisory Board selection process for assisting not for profits
    –Criteria rates applications which is submitted to HSAB who recommends to the BOCC
    – These communities receive funding
    – Provide status reports annually
  • Employees support of the Community
    – Habitat for Humanity and Habitat for Lower Keys
      » Provide property and funding
      » Provide volunteers
    – Employees participate in Community Blood Drive
      » Donations are tracked and reported
– No process in place to select key communities outside of not for profit funding criteria

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Summary – Category One

Criteria	Systematic	Continuous Learning	Documented	Data Driven	Innovation	Aligned to Criteria
Setting Direction	YELLOW	RED	GREEN	YELLOW	YELLOW	GREEN
Fostering Ethical Behavior	RED	RED	RED	RED	RED	RED
Sustainable Environment	YELLOW	RED	YELLOW	YELLOW	RED	YELLOW
Communication & Empowerment	YELLOW	RED	RED	RED	RED	RED
Focus on Action Plans	RED	RED	RED	RED	RED	RED
Governance	GREEN	RED	GREEN	GREEN	RED	GREEN
Leadership Performance	YELLOW	RED	GREEN	YELLOW	RED	YELLOW
Adverse Impacts	YELLOW	RED	GREEN	GREEN	RED	YELLOW
Ensure Legal & Ethical Practices	RED	RED	RED	RED	RED	RED
Support Key Communities	YELLOW	RED	YELLOW	YELLOW	RED	YELLOW

Strategic Planning Development

2.1 Strategy Development Process
- Process steps to accomplish Strategic Plan
  - Formal strategic planning process not in place except:
    - Plans are in place when mandated by regulation and/or other organizations
      - » 7 Year Road Plan
      - » Fleet and computer replacement plan (internal)
      - » 2 Airport Plans
      - » Countywide Comprehensive Plan
      - » Most are capital improvement
  - Annual budget process seen as the planning mechanism for operations
    - Different divisions may have different plans but not formal county wide SP
  - County Administrator Goal #2 is to create a county wide strategic plan for the current fiscal year
    - SWOT Analysis is asked for by department during budget process, however not well deployed

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Strategic Deployment

2.2 Deployment of Strategic Action Plans

– Converting the Strategic Objectives into Action Plans

- Formalized process not in place

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Summary – Category Two

Criteria	Systematic	Continuous Learning	Documented	Data Driven	Innovation	Aligned to Criteria
Strategy Development	RED	RED	RED	RED	RED	RED
Deployment of Action Plans	RED	RED	RED	RED	RED	RED

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Customer and Market Knowledge

3.1a1 Identify Customers

- Current customers and market segments
  - Identified primarily by Federal, state, and local laws and regulations
  - No formal process to segment or determine customers outside of that which is required by law
- Plan for future Growth
  - General growth of customer and stakeholders base is linked to upcoming new and emerging laws and regulations
- Use of competitor information
  - No process in place to identify shifts in the customer base which may result in changes to county operations, such as private service providers

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Customer and Market Knowledge

3.1a2 Listen and Learning from Customers

- To determine customer requirements
  - Primary method currently in use is the newly developed Customer Satisfaction flyer
  - Committee Advisory Boards are used to review topics of importance to the county and offer suggestions
    - Selection of the County Administrator
    - Input is required on long term capital projects
    - Ability to comment using "Sounding Board" at commission meetings.
  - No method in place to understand requirements by specific customer group (for example: residents, visitors, developers, businesses)
- Use of information
  - In long term capital projects, customer input is used to prioritize and establish design features
  - No formal process to use all customer inputs (Customer Satisfaction Survey less than 6 months old)

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Customer and Market Knowledge

3.1a3 Keeping Processes Current

- Without a method to identify and listen and learn from the citizens and stakeholders, this process would not be in place at this time.

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Customer Relationship and Satisfaction

3.2a1 Customer Relationships

- Build relationships
  - Primary method is through participation in community advisory groups
  - County Administrator has a formal goal #4 to increase and improve citizen involvement, relations with incorporated areas and federal, state and local agencies; and expand public private partnerships.
    - Goals are reviewed annually
    - Goals are reported to Commission annually (January)
  - Department personnel are represented at all community and advisory meetings.
    - Concerned Citizens of the Lower Keys
    - Participation on project specific task forces

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Customer Relationship and Satisfaction

3.2a2 Access mechanisms

- Key customer access mechanisms
  - Contact County through - Phone, email, in person
  - Get information from phone, website, in person, Public TV, email "Subscribe to News " by type of interest.
- Determine access points and requirements
  - No process in place to determine access points
- How are access point requirements communicated to staff?
  - No process in place, however "Customer Service Standards" Booklet ready for distribution to employees

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Customer Relationship and Satisfaction

3.2a3 Customer Complaint Process

- Complaint resolution
  - Work order processes exist to handle requests, issues and complaints in
    - Tech Services
    - Facilities Maintenance
    - Welfare Services
    - Public Works
    - Growth Management
      » Code Enforcement
- Minimize dissatisfaction
  - Reactive in nature but work to satisfy one customer at a time.
  - Some evidence that complaints are owned by the person who receives the complaint.
- Aggregate and analyze complaints
  - No formal process in place
  - Issues are addressed and followed up as received.

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Customer Relationship and Satisfaction

3.2a4 Keeping Processes Current

- Relationship Building Process

- Selecting access mechanisms

  - Changes to access mechanisms are noted (web site access or use of electronic transmission of documents)

- No formal processes are in place to keep customer processes current, such as customer response process and customer satisfaction determination

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Customer Relationship and Satisfaction

3.2b1 Determining Customer Satisfaction

– Gathering satisfaction data
  - Customer Satisfaction Exit Survey which began in September
  - Para Transit Survey
  - Assume no complaint equals high satisfaction

– Capture actionable information relevant to expectations
  - No formal process is in place to link expectations to actual questions asked in surveys

– Use information for improvement
  - Information gathered not in use to make systematic improvements, however follow up calls are made after services such as Library and I.T. Services
  - County Administrator reports to the BOCC
    – Included in Evaluation of County Administrator

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Customer Relationship and Satisfaction

3.2b2 Customer Follow-up

- Follow up is a part of the work order system for all service related areas (IT, Public Works, Code Enforcement, Welfare and Facilities Management)

- Culture to serve and follow up with citizens and stakeholders exists

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Customer Relationship and Satisfaction

3.2b3 Process to obtain benchmark and competitor comparisons

- Benchmarking and comparisons are not used
- Organizations in the early stages of the quality journey typically do not begin using benchmarks until processes are more mature

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Customer Relationship and Satisfaction

3.2b4 Keeping Processes Current

– Without a formalized relationship and satisfaction system, this requirement would not be in place

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Summary – Category Three

Criteria	Systematic	Continuous Learning	Documented	Data Driven	Innovation	Aligned to Criteria
Identify Customers	YELLOW	RED	YELLOW	YELLOW	RED	YELLOW
Listen and Learn	YELLOW	RED	YELLOW	YELLOW	RED	YELLOW
Keeping Current	RED	RED	RED	RED	RED	RED
Customer Relationships	GREEN	RED	YELLOW	RED	YELLOW	GREEN
Access Mechanisms	RED	RED	RED	RED	YELLOW	RED
Customer Complaints	YELLOW	RED	YELLOW	RED	RED	YELLOW
Keeping Current	RED	RED	RED	RED	RED	RED
Determining Satisfaction	YELLOW	RED	GREEN	GREEN	RED	YELLOW
Customer Follow-up	YELLOW	RED	YELLOW	RED	RED	RED
Benchmarks and Comparisons	RED	RED	RED	RED	RED	RED
Keeping Current	RED	RED	RED	RED	RED	RED

Analysis and Review of Performance

4.1a1 Measure selection and alignment process

– Process to select data and information
– Process to collect data and information
– Process to align and integrate data and information
  • Multiple data bases collect data in different departments
  • Primary collection of data is linked to State/Federal requirements
  • Formal processes are not in place to use and analyze data to support decision making
– Process to use information to track activity
  • Monthly Division Activity Reports standard format-in progress (new process)
– Key Performance Measures
  • Overall, data are collected but measures are not identified

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Analysis and Review of Performance

4.1a2 Use of Comparative Data

– Without a formalized measurement system, this requirement would not be in place

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Analysis and Review of Performance

4.1a3 Keeping performance measures processes current

- Without a formalized measurement system, this requirement would not be in place

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Information and Knowledge Management

4.2a1 Data and Information Availability

- Making Data Available
  - Computer access
    - Multiple web sites
    - County wide e-mail
    - Individual/Division/Departmental data bases
    - Cell phone and radio/Nextel
    - Web based Video/audio streams
  - Paper Monthly Reports
    - Budget variance reports distributed to departments
    - Staff meeting minutes
  - Television
    - Channel 76 Commission meetings
- Making Information Accessible
  - No process to determine what groups should have access to information
  - No process to understand the different access requirements for all stakeholders

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Information and Knowledge Management

4.2a2 Hardware and Software

– Reliability

- Although planned replacement of hardware is in place, the process to determine those standards appear to be budget driven as opposed to requirements driven
- Requests for IT equipment and software are reviewed by IT to match specifications to user requirements
- Software standards - analysis and update from Tribridge Report
  – Current software is generally up to date (versions)
  – Standards do not appear to be in place
- Metrics regarding the IT system were not reported

– Security

- Some equipment stored in locked rooms
- Password protected software - to be changed monthly
- Wireless security - on/off switch

– User Friendliness process not in place

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Information and Knowledge Management

4.2a3 Emergency Availability

- Availability
  - Period backup of data (done infrequently – less than monthly)
  - Redundancy of equipment for some major systems
- Emergency
  - Off-site storage of data available
  - Data recovery plan for Disaster Preparedness
- Infrastructure protection embedded in Fire, Emergency Management and Public Works disaster plans

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Information and Knowledge Management

4.2a4 Keeping processes current

– IT systems are updated and upgraded, although the processes to make the changes are not systematic in nature, with a few exceptions

- Emergency Management "Post Mortem Reviews" (a key factor)

- Budgetary replacement of computer equipment (not based on data)

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Information and Knowledge Management

4.2b   Knowledge Management
- Collection of Knowledge
- Transfer of Employee Knowledge
- Transfer Knowledge to Stakeholders
- Rapid best practice sharing
    - Formalized process to use and share data and information are not in place outside of monthly status reports on activity by department heads

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Information and Knowledge Management

4.2c   Quality of Data Properties and Information

- Ensuring accuracy

- Integrity and Reliability

- Timeliness

- Security and Confidentiality

  - Data performance metrics are not in place and with the exception of limited data entry controls, data are not checked for accuracy or reliability

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Summary – Category Four

Criteria	Systematic	Continuous Learning	Documented	Data Driven	Innovation	Aligned to Criteria
Measures	RED	RED	RED	RED	RED	RED
Comparative Data	RED	RED	RED	RED	RED	RED
Keeping Current	RED	RED	RED	RED	RED	RED
Organizational Analysis	RED	RED	RED	RED	RED	RED
Data and Information Availability	YELLOW	RED	RED	RED	RED	YELLOW
Hardware and Software	YELLOW	RED	YELLOW	RED	RED	YELLOW
Emergency Availability	RED	RED	YELLOW	RED	RED	RED
Keeping Current	YELLOW	RED	YELLOW	YELLOW	RED	YELLOW
Knowledge Management	RED	RED	RED	RED	RED	RED
Data Quality	RED	RED	RED	RED	RED	RED

Work Systems

5.1a1 Organization and Management of Work

– Organizing work to align with the characteristics of a high performing organization

- Employee process teams are in the initial stages of development

- In the beginning stages, work and job designs are not yet aligned

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Work Systems

5.1a2 Capitalizing on Diverse Ideas

–   There is no process in place to capitalize on diverse ideas, cultures, and thinking of employees and the communities.

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5.1a3 Effective Communication

–   Skill sharing across job units

   • No process in place to assure effective communication

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Work Systems

5.1b Performance Management System

- Support high performance
- Include employee feedback
  - The annual evaluation has a section for employee input regarding career advancement, accomplishments and concerns
- Contribute and support customer focus
- Support achievement of goals
  - The annual evaluation process contains an option to assign specific measurement goals aligned to the individual department goals that enhance the employee's functional area of responsibility.
- Reward and compensation systems reinforce high performance
  - Recognition and compensation programs are generally driven by available funds through a cost of living increase in pay
  - Certified Public Manager incentive pay linked to learning quality practices
  - County Administrator personally recognizes Employees of the Month

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Work Systems

5.1c1 Hiring and Career Progression

–Identify Skills of potential employees

- Although job descriptions are posted, the process to identify needed skills is not in place.

S	C	D	DD	I	A

Work Systems

5.1c 2 Hiring and Career Progression

- Hiring Process is in place to fill current vacancies
- Process to insure diversity of ideas and cultures is limited to federal law requirements
- Retention and Recruitment efforts
  - Planned, but not yet developed. (part of the County Administrator's 2005-06 goals)
  - A manager can send a justification form to the County Administrator requesting a 3% salary increase to retain an employee who has indicated a desire to leave (5% for Road Department). This is not a guaranteed approval.

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Work Systems

5.1c3 Succession Planning & Progression

- Process is not in place to address career progression for employees or managers

- Promotions have been made from within to the managerial levels

S	C	D	DD	I	A

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Employee Learning

5.2a1 Training to Support Organizational Performance

– There is no process to address training related to the achievement of action plans, organizational performance measurement, performance improvement and technological change

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Employee Learning

5.2a2 Training and Orientation to Support High Performance

- A half day new employee orientation program is in place that addresses regulations, policies, and benefits.
- Ethics training programs are being developed.
- Mandatory training programs are offered in Spanish.
- Workplace and environmental safety programs are in place.
- There is no process to address management development training

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Employee Learning

5.2a3 Seek Input

- – There is no process in place to seek and use input or incorporate organizational learning and knowledge assets into training.

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Employee Learning

5.2a4 Education and Training Delivery Methods

- Training is delivered in the classroom, online and on video . Mandatory training is delivered at all major locations (Upper, Middle and Lower Keys) .

- A process does not exist for seeking and using input from employees, supervisors, and managers to determine education and training delivery

- No process is in place to determine each delivery approach.

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Employee Learning

5.2a5 Reinforcing Skills

- There is no process to reinforce the use of new knowledge and skills, retain knowledge for long term organizational use, or transfer knowledge from departing or retiring employees.

S	C	D	DD	I	A

5.2a6 Training Effectiveness

- A process is not in place for evaluating the effectiveness of education and training.

S	C	D	DD	I	A

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Employee Learning

5.2b Motivation and Career Development

- There is no process to motivate employees to develop and utilize their full potential and attain career-related objectives.

S	C	D	DD	I	A

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Employee Well Being

5.3a1 Work Environment

– Proactive approach to ensure and improve workplace health and safety

- Prevention Policy Statement from County Administrator to all employees
- Monroe County Safety and Accident Prevention Program
- Monroe County Safety/Accident Review Board functions as a county-wide safety committee
- Safety policies and procedures handout given to all employees

– Monthly employee safety meeting process

- Review of past accidents
- Safety training videos
- Identify new hazards
- Off the job safety topic
- Employee discussion period

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Employee Well Being

5.3a1 Safety Performance Metrics

– Although required federal, state and local reporting information is collected, there are no metrics in place for workplace health, safety, security and ergonomics.

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Employee Well Being

5.3a2 Emergency and Disaster Preparedness

- The Comprehensive Emergency Management Plan provides Continuity of Operations Plan
  - Prepares employees for disasters in the work place and at home
  - Outlines work protocols for reporting, evacuation, response, and damage assessment
  - Special details provided for Fire, Public Works, Sheriff, and Emergency Management staff and services
- Emergency response exercises are conducted at local schools and hospitals
- Turkey Point Nuclear Plant mock disaster training for critical departments occurs annually

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Employee Well Being

5.3b1 Satisfaction Key Factors

– There is no process in place to determine key factors for employee satisfaction

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Employee Well Being

5.3b2 Employee Support

- – A benefit package is in place to support employee health and well being.

- – Although some benefits appear to be tailored to diverse needs, there is no process to meet the needs of a diverse workforce or gather input from employees

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Employee Well Being

5.3b3 Satisfaction Methods and Measures

– No process in place to determine or measure employee well being and satisfaction.

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5.3b3 Other Indicators

– Well being

- Monthly safety meetings include a review of accidents and injuries

- Turnover:

  – Reported to BOCC by County Administrator

  – Basis for County Administrator goal development to increase recruitment and retention efforts

– No other indicators are in place or used to address well being, satisfaction and motivation.

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Employee Well Being

5.3b4 Use of Satisfaction Findings

– Without a formalized method to determine satisfaction, this requirement would not be in place.

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Summary - Category Five

Criteria	Systematic	Continuous Learning	Documented	Data Driven	Innovation	Aligned to Criteria
Organization of Work	RED	RED	YELLOW	RED	RED	RED
Diverse Ideas	RED	RED	RED	RED	RED	RED
Effective Communication	RED	RED	RED	RED	RED	RED
Performance Management	GREEN	GREEN	GREEN	YELLOW	YELLOW	GREEN
Identify Skills	RED	RED	RED	RED	RED	RED
Hiring Process	YELLOW	RED	YELLOW	RED	RED	YELLOW
Succession Planning	RED	RED	RED	RED	RED	RED
Organizational Performance	RED	RED	RED	RED	RED	RED
Orientation Support	YELLOW	RED	YELLOW	RED	RED	YELLOW
Seek Input for Training	RED	RED	RED	RED	RED	RED
Training Delivery Methods	RED	RED	YELLOW	RED	RED	YELLOW
Reinforce Skills	RED	RED	RED	RED	RED	RED
Training Effectiveness	RED	RED	RED	RED	RED	RED
Career Development	RED	RED	RED	RED	RED	RED
Work Environment	GREEN	GREEN	GREEN	GREEN	RED	GREEN
Safety Performance Metrics	RED	RED	RED	RED	RED	RED
Disaster Preparedness	GREEN	GREEN	GREEN	GREEN	YELLOW	GREEN
Satisfaction Key Factors	RED	RED	RED	RED	RED	RED
Employee Support	RED	RED	GREEN	RED	YELLOW	YELLOW
Satisfaction Methods & Measures	RED	RED	RED	RED	RED	RED
Other Indicators	YELLOW	RED	YELLOW	YELLOW	RED	YELLOW
Use of Satisfaction Findings	RED	RED	RED	RED	RED	RED

Value Creation Processes

6.1a1   Value Creation Processes

– Key Services and Business Processes
  • Veteran Affairs
  • Fire/Rescue (emergency management)
  • Growth Management
  • Transportation/ParaTransit (social services)
  • Library
  • Public Works (Roads, Bridges)
  • Airports
  • Parks and Recreation (PW)
  • Affordable housing
  • Extension Services

– There is no method in place to identify and determine processes

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Value Creation Processes

6.1a2   Determining Requirements

– How the county uses input from all customers and stakeholders to understand requirements

- No process in place to determine requirements

- Ordinances and statutes sometimes determine customers requirements

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6.1a3   Process Design

– How direct service processes are designed including

- Meeting all key requirements (see 6.1a2)

- Incorporating new technology, knowledge, agility, and cycle time

– There is no systematic process in place to design services

- Statutory processes are in place

- Each work unit has specific policies and procedures

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Value Creation Processes

6.1a4   Performance Measures

– Measures in place to assure the systematic processes work as designed

- There are no measures in place as no systematic process exists
- Overall measures for work services are limited to counts of services delivered

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6.1a5   Minimize Costs

– A process to minimize the cost of

- Inspections
- Audits
- Errors
- Rework

– No process is in place

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Value Creation Processes

6.1a6   Keeping Processes Current and Improved

- Keeping pace with changing needs

- Share lessons learned to drive innovation

  - As expected, no process would be in place as a systematic value creation process not yet in place

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Support Processes

6.2a1   Support Processes

- Key Support Processes
  - Employee Services
  - Office of Management & Budget (Finance)
  - Purchasing
  - County Attorney
  - Facilities Maintenance (PW)
  - Fleet Maintenance
  - Computer/Tech Services
- There is no method in place to identify and determine processes

S	C	D	DD	I	A

6.2a2   Determining Requirements

- How the county uses input from all customers and stakeholders to understand requirements
  - No process in place to determine requirements

S	C	D	DD	I	A

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Support Processes

6.2a3   Process Design

- Method to design support processes that include
  - Incorporating technology, knowledge, agility and cycle time into the design
- There is no systematic method to design processes
  - Many administrative processes are defined and designed partially by statutes, local ordinances, and policies

S	C	D	DD	I	A

6.2a4   Performance Measures

- Measures in place to assure the systematic processes work as designed
  - There are no measures in place as no systematic process exists
  - Overall measures for support services are generally limited to counts of services delivered

S	C	D	DD	I	A

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Support Processes

6.2a5   Minimize Costs

- A process to minimize the cost of
  - Inspections
  - Audits
  - Errors
  - Rework
- Generally no process is in place
  - Tech Services tests programs in a test environment

S	C	D	DD	I	A

Support Processes

6.1a6   Keeping Processes Current and Improved

- Keeping pace with changing needs
  - As expected, no process would be in place as a systematic value creation process not yet in place
  - Administrative policies and procedures are routinely updated as statutes, laws and ordinances are changed but not as a result of an evaluation and improvement cycle. Examples include:
    - HR process in place to review and revise personnel policies and procedures
    - Safety Committee reviews injury reports suggest new methods
- Share lessons learned to drive innovation
  - New policy and procedure handbook sent to each department manager and posted on the web site.
  - Safety committee meetings held monthly to share and train safer methods
  - No process is in place to promote innovation.

S	C	D	DD	I	A

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Support Processes

6.2b1   Providing Financial Resources

– A systematic budget process ensures the financial resources to support operations and other financial obligations.

– Amendment process that requires BOCC approval

– Operational Budgets are annual

– Capital budgets are planned multi year

  • Change budgets based upon fund review and availability

– Assessment of risk

  • Clerk of the Court is the fiscal control component

S	C	D	DD	I	A

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Support Processes

6.2b2   Continuity of Business in Emergencies - Financial

- Disaster Preparedness Plan
  - Processes are in place to quickly respond to financial needs during an emergency
  - Out of state payroll sites

S	C	D	DD	I	A

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Summary – Category Six

Criteria	Systematic	Continuous Learning	Documented	Data Driven	Innovation	Aligned to Criteria
Value Creation Processes	RED	RED	RED	RED	RED	YELLOW
Determining Requirements	RED	RED	YELLOW	RED	RED	RED
Process Design	RED	RED	RED	RED	RED	RED
Performance Measures	RED	RED	RED	RED	RED	RED
Minimize Costs	RED	RED	RED	RED	RED	RED
Keeping Current	RED	RED	RED	RED	RED	RED
Support Processes	RED	RED	YELLOW	RED	RED	YELLOW
Determining Requirements	RED	RED	RED	RED	RED	RED
Process Design	YELLOW	RED	YELLOW	RED	RED	RED
Performance Measures	RED	RED	RED	RED	RED	RED
Minimize Costs	RED	RED	RED	RED	RED	YELLOW
Keeping Current	YELLOW	YELLOW	YELLOW	RED	RED	YELLOW
Financial Resources	GREEN	GREEN	GREEN	GREEN	RED	GREEN
Continuity of Business	GREEN	GREEN	GREEN	GREEN	YELLOW	GREEN